

October 2004

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Organisational Development Special

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People In Aid gratefully acknowledges financial assistance within the last 12 months from: the UK Department for International Development; the Law Society; ECHO (European Commission Humanitarian Aid Office); CAFOD; Development Cooperation Directorate Ireland; the Fritz Institute and member agencies implementing the Code.

The contents of this newsletter do not necessarily reflect the views and policy of People In Aid and its members and donors.

People In Aid would like to acknowledge the assistance of Nick Cater, editorial consultant – caterpia@hotmail.com.

People In Aid is registered in England and Wales as a company limited by guarantee.

Company no. 3772652. People In Aid is a registered charity no. 1078768.

Our capacity builders

People are central to the achievement of our mission, states the People In Aid Code, so staff must be the focus of organisational development to build capacity amid constant change. Whether in relief, development or advocacy, the needs of beneficiaries are never static and neither is the environment for non-governmental organisations.

Organisational development may respond to such changes, anticipate them, or be used strategically to better equip an agency for its planned future scope or scale of work. This newsletter considers a range of situations requiring capacity building, examines the responses of agencies, and then delves past acronyms to look at some of the methodologies.

Oxfam draws lessons from

transferring its Herat programme on page 3, and the retrenchment experience of MIFF and the International Rescue Committee is outlined. World Vision International measures capacity building success on page 6, and the International Nepal Fellowship is handing over leadership to local people on page 7. Lutheran World Relief pilots self-assessment processes that empower partner staff on page 4, where methodologies are explored by PRIP, BRAC and the Viva Network.

In each case, organisational development is less about systems or structures and more about ensuring staff have a stake in change, understand what is happening, gain new skills and confidence in their abilities, and build on their experience to take the agency forward.

Jonathan Potter, Executive Director, writes:

As we prepare this newsletter about organisational development, People In Aid itself faces two major changes, one external and the other internal: our main audience's changing profile and our board's changing chair.

Over 50% of our present members are based outside the UK. They come from 18 different countries. European workshops recently attracted agencies from 11 countries. Publication orders come from New Zealand, Rwanda, Luxembourg, Bermuda and other countries where we have yet to become active.

The issues we address, such as stress, recruitment, learning and development, are important to NGOs everywhere. Some processes and programmes may look different in various countries but, collated through People In Aid as a central resource, each can contribute to the sector's understanding and effectiveness.

People In Aid must be organisationally capable of responding to a growing worldwide awareness of need, while providing the best services to our globally distributed membership.

The board of People In Aid will shortly be revising our strategy, helped by a report on taking our work further around the globe. Later this year we will know how far we might expand our activities or our range, and then we must address the operational, resource and governance issues which arise.

These challenges will be among the first tasks of the new chair of our board of trustees (see page 2). We need to be sure we continue to add value to the efforts of our members and the wider sector to improve the support and management of staff and volunteers. We are taking steps to make this happen and will report further in the coming months.

Changing chair sees Code challenge

People In Aid has welcomed a new chair of its governing board of trustees, June Nash, the Director for Personnel at The Leprosy Mission International (TLMI).

Thanks are due to Ian Wallace, the International Operations Director at Tearfund, has who bowed out as chair because of his increasing work commitments.

TLMI is implementing the Code in Nigeria and Bangladesh, giving Nash first-hand insight into the value of the organisation she now chairs. Declaring "I want to get People In Aid known by local NGOs and national staff members", she sees challenges ahead.

"I am convinced that good practice



HANDING OVER: June Nash and Ian Wallace, guiding People In Aid's progress



translates to any culture and we need to be able to promote growth and internationalisation without losing the focus and strengths that People In Aid already has."

Wallace led the initial steering group for what became People In Aid, and has chaired the board since 1997. His knowledge, insights, facilitation and leadership skills have led to great productivity and bonding for a common purpose.

Over the past few years People In Aid has invested a great deal of time in ensuring good governance at board level, and this has facilitated the development of today's organisation.

Since most trustees are from full member agencies, the board is exceptionally well-qualified to supply strategic direction and guide the development of the organisation. Bobby Lambert remains honorary treasurer, and Mary Ahmad deputy-chair.

How effective is your HR?

People In Aid is shortly to undertake an important study of HR effectiveness with support from the Fritz Institute and Henley Management College, and it is not too late to participate.

The study will identify the key HR performance measures useful to international relief and development agencies and check their current use.

Questions will include: do you measure the cost of each recruitment, do you record training days used, who inside your organisation demands such measures, are they used during strategic planning or as benchmarks for project outcomes?

The study will offer agencies both a theoretical and practical understanding of HR performance measurement, which is especially important in a sector where up to 75% of overall costs can be human costs and where people directly affect all facets of performance.

The research has already found an audience. Stephen Lee of Henley Management College has been invited to deliver the results to the prestigious Association for Research on Non-Profit Organisations and Voluntary Action conference in California in November 2004.

People In Aid is grateful to agencies -

members and non-member - that have already completed the simple questionnaire. If your agency could participate in this important research, please immediately contact jonathan@peopleinaid.org

Audit support

People In Aid is continually developing the range of resources it can offer agencies that are committed to the Code of Good Practice, including workshops helping those responsible for managing the implementation of the Code.

The next workshop is scheduled for Wednesday 17 November in London, where independent social auditor Richard Evans will address agency queries and concerns relating to the social audit process. Evans audited the group of original People In Aid pilot agencies in 1999/2000.

These workshops provide an excellent forum for implementing agencies (or those considering implementation) to network and learn from fellow members' experiences.

For more on the workshops, or on implementing the Code, contact Ben Emmens - ben@peopleinaid.org

Save the date for AGM-forum

Invitations will be sent out shortly for the People In Aid AGM and members' forum in London on 18 November.

This will be an important opportunity for members to influence People In Aid's work plan over the next year and to give feedback on current performance.

As well as reporting on progress against this year's objectives, the forum will provide an opportunity to discuss and debate People In Aid's future international operations.

There will be time to discuss the important people issues agencies are facing and how People In Aid might help members address them.

The members' forum also provides an excellent opportunity to network with other People In Aid members and to meet the staff.

Feedback is invaluable, so People In Aid welcomes comments and suggestions at any time: feedback@peopleinaid.org

Learning the right way to leave

By Lucy Quarterman
Organisational change occasionally has to be far-reaching, such as closing or transferring the programme activities through a country.

Handing over Oxfam GB's work in Herat, Afghanistan to another international agency has been used to develop an organisational policy for "programme withdrawal" by exploring the process and how staff related aspects can be managed.

In Afghanistan, there were difficult issues relating to loyalty and end of contract payments, and the lack of systematically recorded basic employee data, such as start dates and salary details.

In the programme handover, informal agency discussions had reached a verbal agreement, but no written confirmation was exchanged. Subsequent differences in interpretation, for example in the terms and conditions of staff being taken on, almost halted the handover, though this

was avoided by further careful negotiation.

The programme withdrawal policy developed by Australia's Oxfam Community Aid Abroad (CAA) aims to ensure that the process is transparent, participative and in the best interests of both the staff and the organisation.

The policy pays particular attention to withdrawal planning, including human resources implications, and the organisation commits itself to developing plans in consultation with all affected staff.

To deal with the challenge of retaining staff through a difficult period, affected employees should "have access to and are supported in continuing professional development and training", with "completion incentives" available to those who stick it out.

Oxfam CAA is committed to ensuring benefits and payments remain compliant with local labour laws, and goes further to support staff through the process by offering as much notice

as possible (between one and three months), support in writing CVs and interview techniques, and contacting other local and international NGOs about alternative employment.

Since employment for terminated staff cannot be guaranteed, the agency assists ex-employees by issuing certificates of service detailing positions and responsibilities held and training completed. Those affected also have access to professional psycho-social support while the programme or office is being closed.

It can be a challenge for an organisation to give 100% to its staff up to a withdrawal, but Oxfam CAA is committed to maintaining supervision and security management throughout the change process.

Quarterman is Oxfam CAA International HR Co-ordinator. She led development of the programme withdrawal policy following a secondment to Oxfam GB in Afghanistan.

Praise for debriefing workshop

Effective Debriefing has proved one of the most popular People In Aid workshops. A recent session attracted 20 people from 13 organisations, members and non-members.

Among them was Médecins Sans Frontières Human Resources Officer Liz Crawford, whose work with those going to the field includes post-mission debriefings "to give individuals the space to tell their own story and experiences in their own way, in a safe environment.

"I always felt that the debriefings were useful and going the right way, but I didn't know exactly why. The People In Aid workshop on debriefing provided the perfect opportunity to work through the concept of debriefing.

"It allowed me to validate the framework I had been using intuitively and, as a result, has given me increased confidence and insight. An excellent day that has already shown its benefit for my practice in the job."

How good HR can support staff coping with cutbacks

Curtailing or closing a programme can be difficult, especially when national staff are involved. Handled badly, it can permanently damage an agency's reputation and make re-employing key staff to reopen a programme impossible.

First consideration when laying off staff is compliance with local laws, by ensuring initial employment contracts have all the necessary provisions and are updated as legislation changes. For example, notice periods may be up to 12 months, with length of service granting more employment rights. Retraining for other posts may be a cost-effective option.

A second issue is that key people will be lost even with the best planning and support. In preparing for this, several agencies reported on specific programmes to assist people leaving find new jobs. These included educating potential employers about the value of humanitarian experience gained by staff, and recommending to staff potential employers.

The International Rescue Committee, for example, has a career advisory

service that coordinates support for staff to maintain and develop professional capacity, facilitate development and promote reorientation

MIFF Belgium is also concerned about reorientation. While not providing outplacement services, it mailed 3,000 prospective employers about the benefits of MIFF experience, and offered career counselling for departing MIFF volunteers. It believes there is a clear link between retention, and reducing the fear of the future after leaving MIFF.

A sound human resources management framework is extremely helpful in dealing with staff retention. With such a framework, organisations can address strategic issues and ensure staff are dealt with consistently and fairly, especially if operational managers have been given basic human resources management skills.

This is an edited extract of the publication *Enhancing Quality in HR Management in the Humanitarian Sector*, supported by ECHO and DCI, which is available from People In Aid.

Agencies put the tools of organisational development to the test

QIS, POET, DOSA, POAP, PROSE, OCA ... the initials proliferate as humanitarian and development groups try to come to grips with important organisational challenges, such as implementing and monitoring capacity building to improve efficiency and effectiveness.

A check with People In Aid members and other agencies in Bangladesh, Uganda, Slovakia and beyond finds them using a wide range of tools and techniques to build their capacity and assess their progress, or help their partners do the same. And new ideas in organisational development are emerging all the time.

In Bangladesh, the organisation PRIP supports capacity-building for NGOs, helping them find their own solution and offering nothing prescriptive. One key to local capacity-building is to strengthen the organisation, says PRIP, since too many agencies see themselves simply as existing to carry out the latest externally-funded project.

PRIP's Aroma Dutta offers a good idea of what capacity building usually aims to achieve: "Through its capacity-building initiatives, PRIP is building broad-based professionalism and effectiveness within civil society organisations to develop

human and institutional capacity to promote participation, accountability, transparency and good governance towards establishing a just society."

PRIP starts with a capacity assessment tool such as DOSA (discussion-orientated organisational self-assessment) or, for smaller, less complex organisations, POAP (participatory organisational analysis process). DOSA helps by "measuring and profiling organisational capacities... to assess over time the impact of capacity-building activities" while POAP identifies areas of strength, areas for development and the what, who, how and when of action steps.

'At the core of the quality improvement scheme are capacity-building, training and care of people'

OCA (organisational capacity assessment) is also useful, says Dutta, because its system "brings the staff of an organisation together to produce organisational change initiatives, such as participatory management, team and leadership development, or governance".

PRIP has assisted Bangladeshi land rights NGO Samata from the time it operated from

Many organisational tools exist to help build capacity. Here we highlight agencies' experience of using such tools, and in the box, below right, list additional sources and resources

the founder's home; today it receives core funding from the aid ministries of the UK, Norway and Sweden. Starting with OCA, Samata built a development plan and carried out key activities, from establishing a performance appraisal system and clarifying the board's role to formulating personnel policies, upgrading training and enhancing leadership.

In People In Aid's Develop Your People and Organisation handbook, Alison Lewis of Spiral Training says that effective organisational development must be an essential part of the strategic planning and implementation process, and should combine both "hard" and "softer" activities.

In both the handbook and a People In Aid workshop, Lewis outlined hard activities as strong managerial leadership, identifying strategic goals and long term direction using techniques such as scenario planning, and evaluating current organisational impact and performance in key areas, including strengths and weaknesses and predictions.

Hard activities can also include

challenging existing practice to ensure continuous improvement, identifying organisational capability gaps and how they might best be filled, remodelling structures, systems and tasks, allocating sufficient resources to support implementation, and making difficult choices about workforce planning and which existing operations should continue.

Lewis suggests softer activities involve consulting with stakeholders, identifying shifts needed in culture and ethos, developing required behaviours, skills and knowledge, and encouraging staff "buy in" by ensuring they are aware of why the organisation needs to develop and keeping them involved in the change process.

Around the world the Viva Network supports Christian faith-based organisations working with children at risk, and it has begun piloting a quality improvement scheme (QIS), initially in Slovakia and Uganda, based around a manual and geared to help projects become credible, more effective and more sustainable.

The aim is to guide projects and agencies

to measure their current practice and results against national and international standards and good practice, which for Viva include Biblical principles. Once the QIS diagnoses areas for improvement, agencies are given training to implement change or links to helpful resources. By networking strengths, the scheme leads projects to work more closely together.

'Too many agencies see themselves simply as existing to carry out the latest externally-funded project'

Katherine Miles at Viva Network believes the QIS is an important tool, to raise standards, attract funding and help managers and their staff. Viva created the QIS after research showed "that what currently exists is aimed at Western, large organisations rather than small grassroots, hands-on organisations in the South".

She added: "Capacity-building, training and care of people is core to QIS. Leadership and people are two of the main categories in the self-assessment tool. Project leaders are asked to assess their strengths and weaknesses in areas such as staff care, quality, capacity and training.

In light of their assessment they receive training in these areas to ensure that their staff are trained, nurtured and have the capacity to deliver quality care to children."

Organisational expansion to secure or respond to a bigger workload is always a challenge and back in Bangladesh, one of the South's most successful indigenous NGOs, the former Bangladesh Rural Advancement Committee now known as BRAC, has been assessing what was important in its ability to scale up its programmes in microcredit, health, education, agriculture and much more. People were a big part, unsurprisingly, and so was funding.

Founder and executive director Fazle Abed says that a crucial factor was the ability to attract, train, and retrain a cadre of qualified and motivated staff who are committed to the organisation's basic philosophy, given the dearth of competent development managers.

Abed warns that scaling up may have adverse effects in the culture and values of an organisation. To counter this risk, BRAC has pursued decentralised management, participatory decision making, openness and sustaining its core values, while also building capacity in support structures, from training to research, accounting to logistics.

Self-assessment empowers staff with new vision

By Michele Burlot

A Lutheran World Relief partner in India put it well after participating in an organisational capacity self-assessment process: "Staff are talking about vision and mission instead of only the board talking about vision and mission!"

As a US-based international relief and development NGO committed to eradicate poverty and injustice, Lutheran World Relief (LWR) works in partnership with local organisations worldwide and engages in demand-driven organisation strengthening activities with them because it believes they are the engines that drive the development process.

Staff are integral to organisational development, which in turn is integral to LWR's work, and successful organisational development must encourage and foster staff participation.

Last year, LWR piloted two nine-month organisational capacity self-assessment processes, one in India and the other in West Africa. These were processes, not

just assessment tools, and partner staff said they sparked a sense of empowerment.

These pilots aimed to test possible approaches that LWR might adopt to assist partner organisations assess and strengthen their capacity, and to identify how LWR would need to strengthen its own capacity to support its partners effectively. Each pilot involved developing or selecting an assessment tool, carrying out self-assessments, developing and beginning implementation of action plans, and evaluating the process.

In the two pilot regions both the approaches and the contexts were quite different. One region had relatively new LWR staff with more nascent partner relationships; the other had long-time staff with very strong partner relationships.

Both pilots included a high level of staff participation and ownership, and were committed to ensuring a healthy balance of staff representation at all levels and across departments.

Pilot organisation achievements include training staff on strategic visioning and gender equity concepts, expanding networking with stakeholders, and increasing training opportunities for communities in livelihood skills.

Results have been measured using a combination of partner evaluation workshops and on-going dialogue between LWR field staff and pilot partners. LWR continues to tweak its approach and test variations to it according to lessons learned.

Empowerment and ownership of the organisational development process cultivates analytical and leadership skills, and increases staff's awareness of, and enthusiasm for, the organisation, its work, and how to make that work even more effective.

As an organisational development process that LWR supports for partners, the self-assessment process - with an emphasis on self - may use an external person to facilitate or guide the process,

but all of the reflection, discovery, assessment, analysis and planning for next steps are done by staff.

As a result, LWR partner staff have changed how they view themselves, their organisations, and their "power" within their organisations. This participant-driven approach showed them that they are not only capable of successfully assessing their own organisation's capacities and effectiveness, but are, in fact, in the best position to do so.

Staff live within an organisation, so their assessments are insights not external observations. As one partner said: "We found that we are the experts." Another added: "We are accustomed to seeing our organisation through other people's eyes; this [process] was like holding a mirror to ourselves."

Burlot is LWR Associate Director for Organisational Effectiveness. LWR is seeking publication of its pilot lessons-learned report. www.lwr.org

Capacity sources and resources

Reflecting the diversity of agencies and their operational context, there are many sources of information and tools for capacity building and assessment:

Organisational capacity assessment (OCA) is Pact's methodology to help organisations anticipate and overcome barriers to change and growth.

www.pactworld.org/services/oca/index_oca.htm

www.icomp.org.my/OE/OEAccess-OCA.htm

Discussion-orientated organisational self-assessment (DOSA) is described as a powerful change process that offers organisations concrete assessment tools and change methods.

www.ngoconnect.net/ev_en.php?ID=1658_201&ID2=DO_TOPIC

www.careinternational.org.uk/resource_centre/civilsociety/inventory_of_resources/section_2/section_a/a7_dosa.pdf

Participatory organisational evaluation tool (POET) is both a tool and process to measure organisational capacities and consensus levels in seven areas, assess and build capacity by bringing staff together for open exchange, and implement change and development strategies. Used in conjunction with the participatory, results-oriented self-evaluation (PROSE) method.

www.undp.org/csopp/poet.htm

A summary of many of the frameworks for assessing the institutional capacity in NGOs can be found on in a paper by Jerry VanSant of Duke University.

www.ngomanager.org/vansantarticle.htm

NGO Manager's e-library contains papers on a number of tools, including OAT and DOSA. www.ngomanager.org/dcd/2_Organisational_Development/Organisational_Assessment/Capacity.org has a list of websites looking at capacity-building.

www.capacity.org/Web_Capacity/Web/UK_Content/Navigation.nsf/index2.htm?OpenPage

Checking capacity building success

As capacity building in humanitarian work becomes more sophisticated it risks becoming detached from both the organisational mission and recipient community needs.

It is relatively easy to design a capacity building programme for national staff in humanitarian work but increasingly difficult to ensure that a programme enhances the work's outcomes.

World Vision International (WVI) has a comprehensive capacity building process but a review began in the Asia-Pacific region after field managers raised questions about the effectiveness of training.

As with most NGOs, training events comprised the bulk of activity within an overall WVI capacity building strategy. Growing numbers of national staff were attending an expanding range of events in subjects from specific skills to management training, but the impact on programme outcomes was either not measurable or not measured.

The need for building capacity at a programme level is undeniable. All evidence showed that enhancing the abilities of local staff to meet project objectives was critical.

Staff and managers were enthusiastic about learning, often requesting specific training initiatives to meet identified needs. The response was usually to design more training programmes and workshops. Almost all participants spoke enthusiastically of the experience and claimed that the enhanced skills would add value to programme activities.

Capacity building is clearly a process, not an outcome. Assessing the process, one interesting finding was how donors often measured "success" in activities they supported. Donors were most responsive to training proposals with clear learning goals and a well structured workshop process; attendance numbers and costs were almost the only reliable data compiled about training or its impact.

A second, more subtle, finding was that an increasing number of training events brought pressure to ensure sufficient staff took part. In a disturbing number of instances participation was based less on who would benefit most and more on which

Capacity building may be a hot humanitarian topic but a World Vision International review, including its operations in Nepal, below right, raised important questions about impact, writes John Fawcett.

staff were available and capable of managing the training task.

Attending an event became a mark of success, even when the person's role was not directly related to the training subject. Administrative or office staff could more easily fit training around their work schedule, while front line national staff at a community level were less able to benefit from capacity building initiatives.

WVI's Asia Pacific region began to rethink the process of capacity building. All field programmes have very clear outcome objectives relating to the

involved communities. Donors and NGOs expect to be able to measure specific improvements at a local level following appropriately designed interventions. Local staff are employed in order to ensure maximum programme effectiveness.

Yet, in many cases, there was no clear link between these objectives and efforts to enhance staff capacity to build the programme. Capacity enhancing activities needed to be directly related to the objectives, rather than assuming that any training has a direct, positive impact at a programme level.

And NGOs need to resist the influence of potential donor funding that can skew the design of training away from what staff require to build their organisation's capacity to meet the real needs of the local community.

Filling the gaps between learning and application

In 2001, World Vision Nepal identified gaps in local capacity and an urgent need to address these to achieve programme goals in a variety of funded projects. This would involve enhancing specific sectoral skills such as health, agriculture and micro-enterprise development.

However, managers were also acutely aware of the widening gap between "learning" and "application" and needed to design a capacity building strategy so both the staff and local community benefit from the training.

WV Nepal also needed to develop management level skills among local staff to ensure appropriate leadership as programmes grow in the years ahead. A very significant challenge was to retain staff once individual skill levels had increased. Competition for skilled local humanitarian workers can be intense; embarking on capacity building risks the skills moving elsewhere.

It was realised that a key to this challenge lay in individual staff commitment to communities in need. While entry into humanitarian work occurs for many reasons there is generally a motivation to help. The link between the worker and the community

can often be articulated in a project's written outcome objectives, which can in turn be linked to the organisational mission statement and core values.

Managers of WV Nepal recognised that one path to sustainable capacity building might be to develop specific sectoral and other skills within an enhanced understanding of organisational culture, from core values to its history. Capacity will be developed sustainably if staff build a deeper understanding of what the organisation stands for and seeks to achieve, as well as acquiring specific sectoral skills, management and leadership.

That work has started and, while it is too early to reach long term conclusions, there has been impact throughout the organisation. Capacity building leaders are deliberately seeking ways to tie programme objectives, personal commitment and identified skill requirements into an understanding of organisational culture that will enhance sustainable leadership across the World Vision Partnership.

Consultant Fawcett was WVI's Asia-Pacific Regional Capacity Building Coordinator 2002-2003.

Change at the top to go local

By Phil Lindsay

Organisational development will be a crucial factor in the proposal by the International Nepal Fellowship (INF) to transfer authority and leadership from mainly expatriates to an all-Nepali board.

Nepal faces an uncertain political and security situation, following tremendous change in the past 50 years, from an absolute monarchy to democracy and back again to rule by the King. Significant progress has been made against poverty and health problems, yet a Maoist insurgency has taken more than 9,000 lives and brought additional suffering to struggling rural communities.

Founded in 1952 and largely led by expatriates since then, in recent years INF has experienced both external pressures, such as visa difficulties and

trends in long term expatriate service, and a growing awareness of the need to transfer more responsibility and authority into Nepali hands. This is now a deliberate strategy.

Much of the "Nepalisation" has occurred through internal training and development as junior staff progress through the ranks to management and leadership positions. A management development scheme has also been started in the past year to assist Nepali staff who show extra potential. Expatriates are playing a greater support and development role as management responsibilities pass to Nepalis.

The most significant step is planned over the next year. Rather than be an expatriate-led organisation that employs Nepalis, INF is proposing to become a

Nepali organisation that is supported by expatriates, with organisational responsibility and authority transferred to a Nepali board.

Discussions are underway with the existing INF leadership and potential board members on all issues that will have a future impact, including strategic planning and HR.

While the major leadership change has not yet occurred, the results of Nepalisation are encouraging. Rather than just replacing foreigners with local people, the process is strengthening the partnership between Nepalis and expatriates.

Lindsay is INF Organisational Development Officer, based in Pokhara, Nepal.

MEMBERS UPDATE • MEMBERS UPDATE • MEMBERS UPDATE • MEMBERS UPDATE

AIM

AIM - Identity, Merge and Action - is a non-governmental and volunteer organisation in Pakistan whose goal is to assist the development of slum communities through information, research, coordination, education and training.

Supporting disadvantaged communities' self-reliance, AIM is working to help the people:

- Change their own unsatisfactory situation.
- Train themselves for their own development.
- Find their own resources, not rely on outside funding.
- Work together for their common interest.

AIM does not impose any pre-planned development programmes, but starts with the needs identified by the community. Among the sectors in which AIM has experience are low inputs agriculture, veterinary extension training, working children's education, family planning, women, sanitation, environment and health.

AIM's development approach emphasises:

- Development of people rather the development of things.
- Situation analysis through empathy not sympathy.
- Work with the people not for the people.
- Tackling root causes of problems, not



Children are one of AIM's beneficiaries

merely their effects.

- People-led projects make them more united and self-reliant.

Among the many projects run by communities with AIM's support are a formal school for street children, non-formal education for working children, technical education for unemployed urban youth, veterinary extension training for unemployed rural youth, skills training for unemployed carpet weaving girls, and a goat scheme for landless farming women.

By joining People In Aid, AIM will have support to implement the People In Aid code and will be able improve its vision and approach through new ideas and experiences.

ZOA Refugee Care

For over 30 years, ZOA Refugee Care has been an organisation that stands by people on the move, including refugees and the internally displaced. It supports people who are in some

form of transition, from conflict to peace, insecurity towards stability, from dependence to self reliance.

ZOA Refugee Care's central focus is working with groups of people who have often been marginalised in conflict or post-conflict situations, attempting to bridge the gap between relief and development. It is a mission ZOA says is inspired by its Christian identity.

ZOA Refugee Care aims for an ultimate combination of strategies that match up with local conditions:

- Rehabilitating basic services and situations, e.g. water and sanitation, food security, health care and education.
- Strengthening the capacities of local community groups and local partner organisations as it is the investment in people that lasts.
- Promoting a better environment for target groups through lobbying and advocacy, where this is possible and appropriate.

ZOA Refugee Care provides support:

- Without distinction in terms of the race, religion or social or political background of beneficiaries.

Membership of People In Aid will provide ZOA Refugee Care with an important opportunity to both learn from the experience of other NGOs and to share lessons from efforts to enhance support to its own staff and those of its partners. www.zoaweb.org

Forthcoming Training Events

When?	Course	Where?	Who?
18-19 th Oct 2004	Tools for Trainers	UK	Directory of Social Change
22 nd Oct 2004	Remote Managing	UK	Level Headed
9 th Nov 2004	Working Effectively With Organisational Change	UK	People In Aid
18 th Nov 2004/ 9 th Feb 2005	Managing Diversity and Promoting Inclusion	UK	CESI
3 rd Nov 2004	Training For Trainers	UK	Shelter
8 th Dec 2004	Recruiting Within The Law	UK	CIPD
9 th Feb 2004	Child Protection	UK	People In Aid
12 th April 2005	Performance Management	UK	People In Aid

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www.dsc.org.uk/charitytraining.html

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www.levelheaded.org

Shelter

Tel: +44 (0)20 7505 4699
www.shelter.org.uk

Send training details to: christine@peopleinaid.org

Join People In Aid!

Join a global network of relief and development agencies committed to good practice in the support and management of their staff. Join People In Aid, which offers you:

- Opportunities to share experiences with your peers.
- Opportunities to stay abreast of current issues affecting staff, and the quality of your programmes.
- Practical training in areas seen as important by you.
- Information to benchmark your agency in the sector.
- Support in the implementation of the Code of Good Practice.
- Access to resources and policies specific to your sector.

These are some of the reasons for joining People In Aid – and improving the effectiveness of your programmes. Donors are also taking an increasing interest in matters of quality and accountability but

above all we are certain that your staff, current and future, will be pleased to know that you are joining People In Aid.

You will benefit from your membership whatever your organisation's size, structure or country of origin. We welcome agencies, which operate internationally and those which don't. There are three categories of membership:

- **Full** — operational agencies, primarily charities actively involved in international relief and development work.
- **Supporter** — organisations which support the aims of People In Aid and wish to share in our output.

There are many benefits for each category of membership, which are summarised in the table. In return we ask all our members to help to promote the Code to agencies, donors, potential supporters and individuals. Also we hope members will pass the Code to agencies which are visibly involved in bad practice.

Kitemarks: Full members implementing the Code will be awarded kitemarks to show stakeholders (staff, applicants, donors, peers, beneficiaries and more) of their commitment to improving their hr management. The first is available at the beginning of the process, the second one after an external social audit. Implementing agencies are asked for a contribution over and above the membership fee.

Annual membership fees as of April 1st 2003:

• Full Members

For agencies based in the UK membership is based on annual income as follows:

Less than £100,000	£100
£100,000 — £500,000	£125
£500,000 — £1,000,000	£275
£1,000,000 — £5,000,000	£400
Over £5,000,000	£600

For agencies based:

In Ireland.....	Euro equivalent of above rates
Elsewhere in the EU	Euros €150
In the South or East	US \$50
Elsewhere	US \$150

- **Supporter**.....£150

WE HAVE MOVED...

please amend your records

Please contact People In Aid at:

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56-64 Leonard Street
London EC2A 4JX
Tel: +44 (0)20 7065 0900
Email: info@peopleinaid.org
Website: www.peopleinaid.org

BENEFITS	Full	Supporter
Code implementation process	Support provided	n/a
Kitemarks	Eligible	n/a
Copies of Code of Good Practice	Multiple free copies – any language	Up to 15 free copies – any language
Members' area on website	Access	Access
Workshops	Concessionary rates	Concessionary rates
Research publications	Free or discounted	Free or discounted
Quarterly newsletter	Free	Free
People In Aid deals	Concessionary rates	Concessionary rates if available
Members' Forum	Invitation	n/a
Annual General Meeting	Access and voting rights	n/a
Representation on People In Aid Board	Allowed by our Constitution	n/a
Updates on issues, resources etc.	Regularly by e-mail	Regularly by e-mail where appropriate
Resource centre	Unlimited access	Unlimited access